

Team Development Strategies: “Give Them What They Need”

Presented to:

PROJECT MANAGEMENT CHALLENGE 2008

Fifth Annual NASA
Project Management Challenge Conference

by:

Walter Bowman, PMP, PMI Fellow

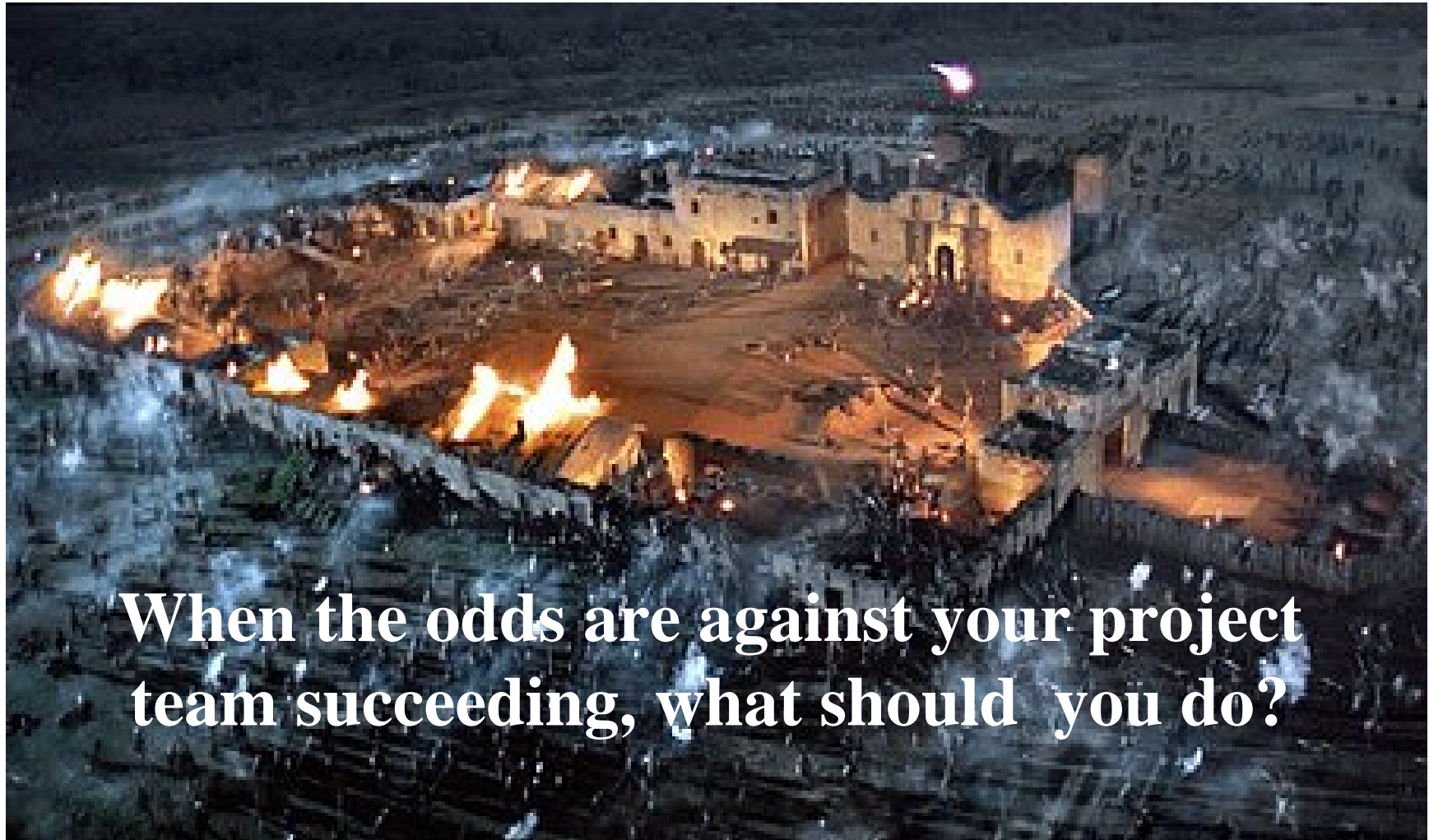
February 26-27, 2008

2007 PMI® Distinguished Contribution Award



Walter Majerowicz and Dorothy Tiffany
NASA's Project Management Challenge Conferences

The Project Team Environment



When the odds are against your project team succeeding, what should you do?

Touchstone Pictures' *"The Alamo,"* 2004.

Use Your Leadership Skills to . . .



Dennis Quaid as *General Sam Houston* in Touchstone Pictures’ “*The Alamo*,” 2004.

“Leadership is finding a bunch of folks going somewhere and getting out in front of them.”



Willie Nelson, after the first Farm Aid Concert. September 1985



Leadership

- Setting the vision
- Establishing limits and priorities
- **Guiding, directing, teaching, delegating**
- Motivating and encouraging
- Bringing out the best in others
- Getting people to work together
- Maintaining team spirit
- Balancing priorities



Situational Leadership®

- There is no “best” leadership style
- The role of the leader is to provide to others what they cannot provide for themselves
- Successful leaders are able to adapt their leadership style to fit the needs of the individual in any particular situation

Adapted from Ken Blanchard: “Situational Leadership: The Article.” The Ken Blanchard Company, 1994.



Situational Leadership®

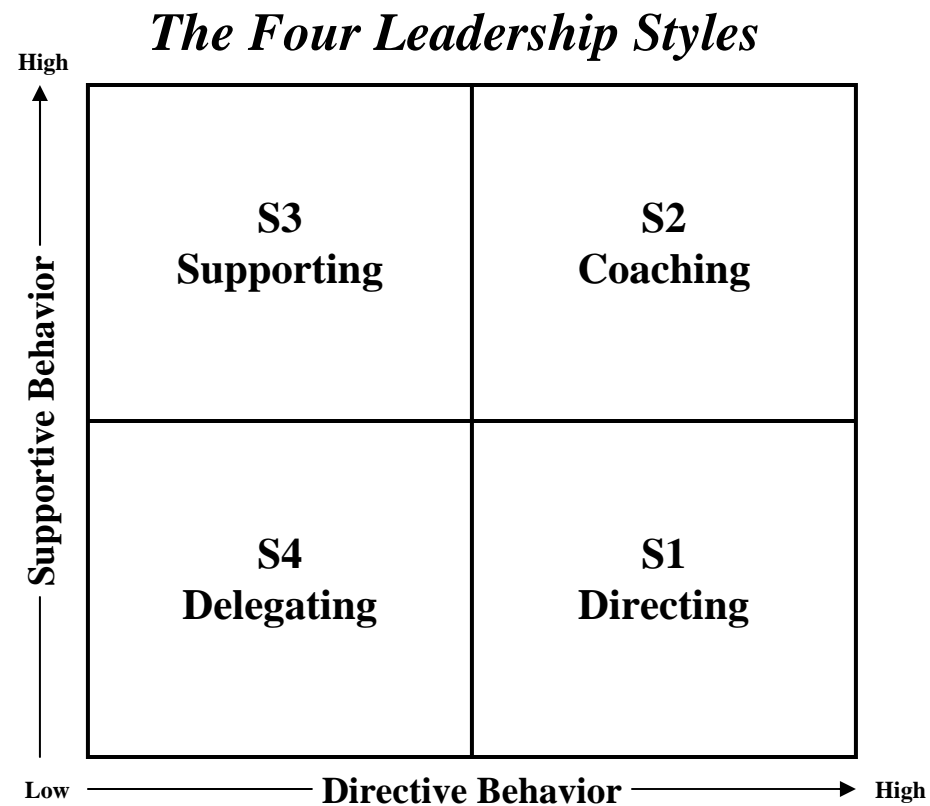
Four Leadership “styles”, each defined by the degree of Supportive and Directive Behavior used by the leader:

- Directing (S1): High Directive/Low Supportive behavior
- Coaching (S2): High Directive/High Supportive behavior
- Supporting (S3): Low Directive/High Supportive behavior
- Delegating (S4): Low Directive/Low Supportive behavior

The style used depends on the individual’s level of competence and commitment in any particular situation.

Blanchard, 1994

Situational Leadership Styles



Blanchard, 1994



Dimensions of Individual Development

Competence

- Skills, knowledge and expertise that enable one to perform a repertoire of tasks and activities without supervision.
- Defined in relation to a specific task or activity, not in terms of natural talents or abilities.
- Can be developed through education, training and experience.

Commitment

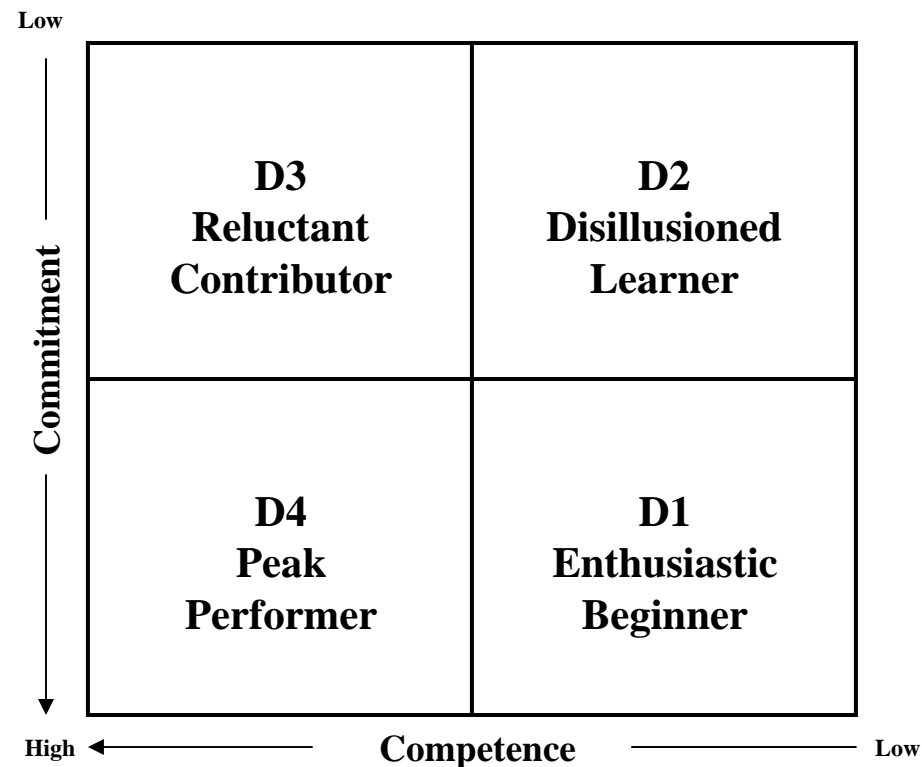
- Confidence in one's ability to perform a task or activity well without supervision.
- Motivation, interest, enthusiasm for performing the task or activity.
- Willingness to invest one's energy in the task.

Blanchard, 1994



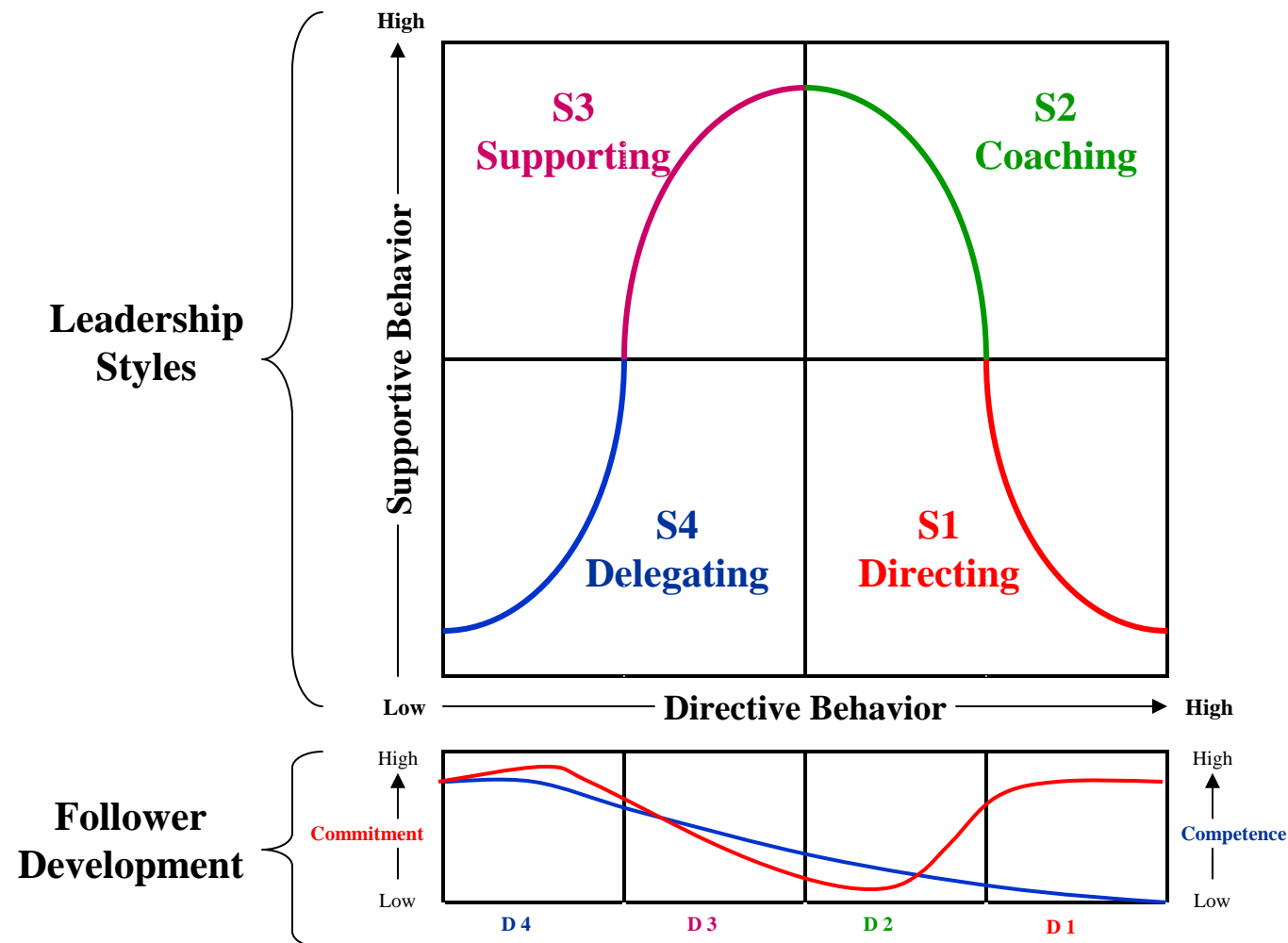
Situational Leadership Individual Levels

The Four Follower Levels



Blanchard, 1994

Situational Leadership Model for Individuals



Blanchard, 1994

“Leadership ? I don’t know what the hell it is, but by God, I’ve got it !”



General George S. Patton, Jr., after taking Messina, Sicily. August 1943



Tuckman Stages of Team Development

Stage 1: *Forming*

Stage 2: *Storming*

Stage 3: *Norming*

Stage 4: *Performing*

Stage 5: *Adjourning*

Adapted from B.W. Tuckman: "Developmental Stages in Small Groups", Psychological Journal, Vol. 63, 1965.



Assessing the Team's Stage

Assess what the team, individually and collectively, are addressing and discussing to gain insight regarding where they are in terms of:

Individual Team Member Focus

Primary Behavioral Issues

Task Accomplishment

Team Morale



Stage 1 - Forming

<i>Team Members:</i>	Eager with high expectations but dependent on authority to provide direction and decisions due lack of detailed knowledge of project
<i>Primary Issues:-</i>	Inclusion and trust
<i>Task Accomplishment:</i>	Low to moderate
<i>Morale:</i>	High

Adapted from Charles Kormanski: "A Situational Leadership® Approach to Groups Using the Tuckman Model of Group Development" from Leonard P. Goodstein and J. William Pfeiffer, eds., *The 1985 Annual: Developing Human Resources*; University Associates, Inc., San Diego.



Stage 2 - Storming

<i>Team Members:</i>	Discrepancy between initial hopes and present reality: dissatisfied with dependence on authority, frustrated and confused about goals and tasks
<i>Primary Issues:</i>	Power, control and influence
<i>Task Accomplishment:</i>	Slowly increasing as conflicts resolve
<i>Morale:</i>	Low

Adapted from Kormanski, et al



Stage 3 - Norming

<i>Team Members:</i>	Dissatisfaction declining: acceptance of goals, tasks, responsibilities and each other increasing, increased self-esteem and confidence
<i>Primary Issues:</i>	Affection and intimacy
<i>Task Accomplishment:</i>	Increasing as understandings increase
<i>Morale:</i>	Increasing

Adapted from Kormanski, et al



Stage 4 - Performing

<i>Team Members:</i>	Autonomous, excited and eager about team activities, collaborative and interdependent work, highly confident about self and team
<i>Primary Issues:</i>	No major issues
<i>Task Accomplishment:</i>	Optimal
<i>Morale:</i>	High

Adapted from Kormanski, et al



Stage 5 - Adjourning

<i>Team Members:</i>	Concerned about team dissolution and personal future, feel loss or sadness about ending project and separation from team
<i>Primary Issues:</i>	Loss and separation
<i>Task Accomplishment:</i>	Generally decreasing
<i>Morale:</i>	Stable or decreasing

Adapted from Kormanski, et al

“You do not lead by hitting people over the head. That’s assault, not leadership.”



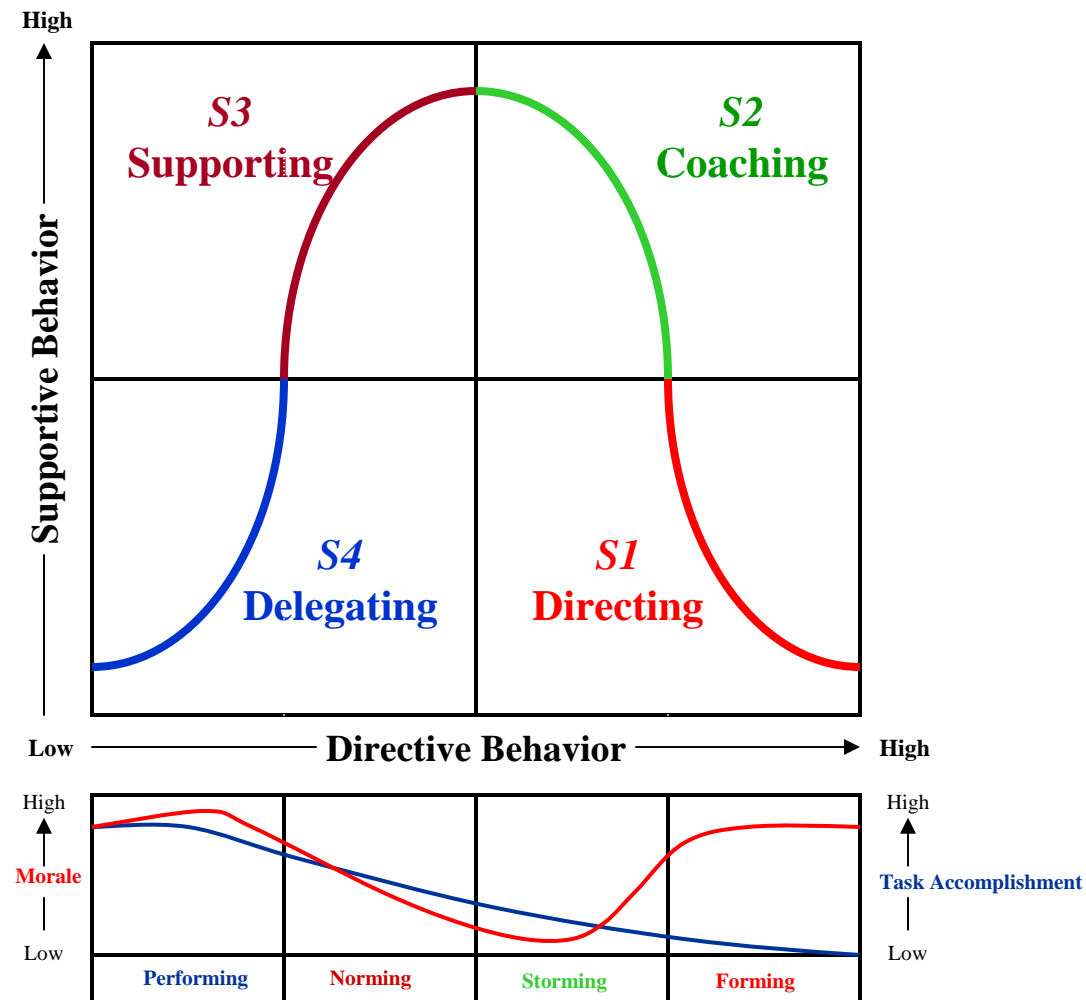
General Dwight D. Eisenhower, before the Normandy Invasion. June 1944.



Comparison of Factors: Individual vs. Team

Individual	Definition	Team
Competence	<i>Ability to perform a specific task</i>	Task Accomplishment
Commitment	<i>Confidence, Motivation, Enthusiasm</i>	Morale

Situational Leadership® Styles in Teams



Blanchard, 1994



Team Leader Action Strategies

During Forming : *S1 - Directing*

- Establish realistic and achievable goals
- Set standards and norms
- Clarify tasks, roles and responsibilities
- Make decisions and provide direction
- Monitor team performance and give feedback
- Demonstrate and teach skills

Adapted from Kormanski, et al



Team Leader Action Strategies

During Storming : *S2 - Coaching*

- Reaffirm vision, goals, expectations and roles
- Encourage and support interdependence
- Practice active listening
- Provide skill development and decision-making
- Recognize and accept differing opinions
- Acknowledge and confront difficulties
- Praise constructive behavior

Adapted from Kormanski, et al



Team Leader Action Strategies

During Norming : S3 - Supporting

- Increase active listening
- Involve team in decision-making and problem solving
- Support team in setting goals and standards
- Encourage and acknowledge team progress

Adapted from Kormanski, et al



Team Leader Action Strategies

During Performing : *S4 - Delegating*

- Serve as a resource for the team
- Monitor goals and performance in terms of the review process
- Interface between the team and the larger organization

Adapted from Kormanski, et al



Team Leader Action Strategies

During Adjourning : *S3 or S2 as appropriate*

- Accept own feelings of loss
- Acknowledge the feelings of others
- Increase directive and supportive behavior as appropriate

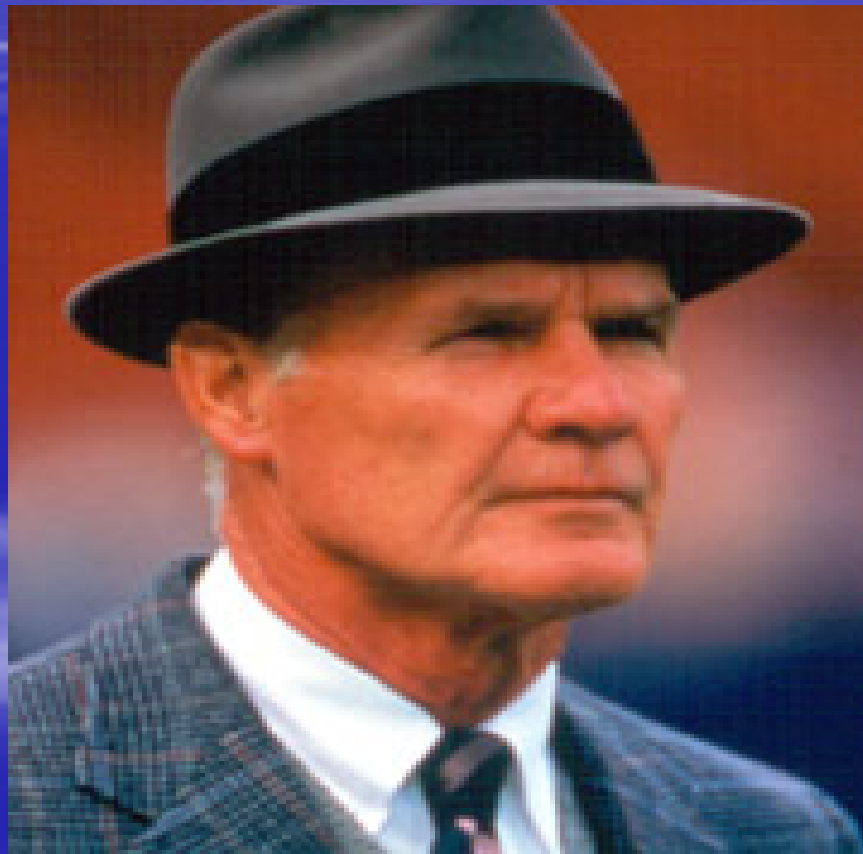
Adapted from Kormanski, et al



Dynamics of Team Development

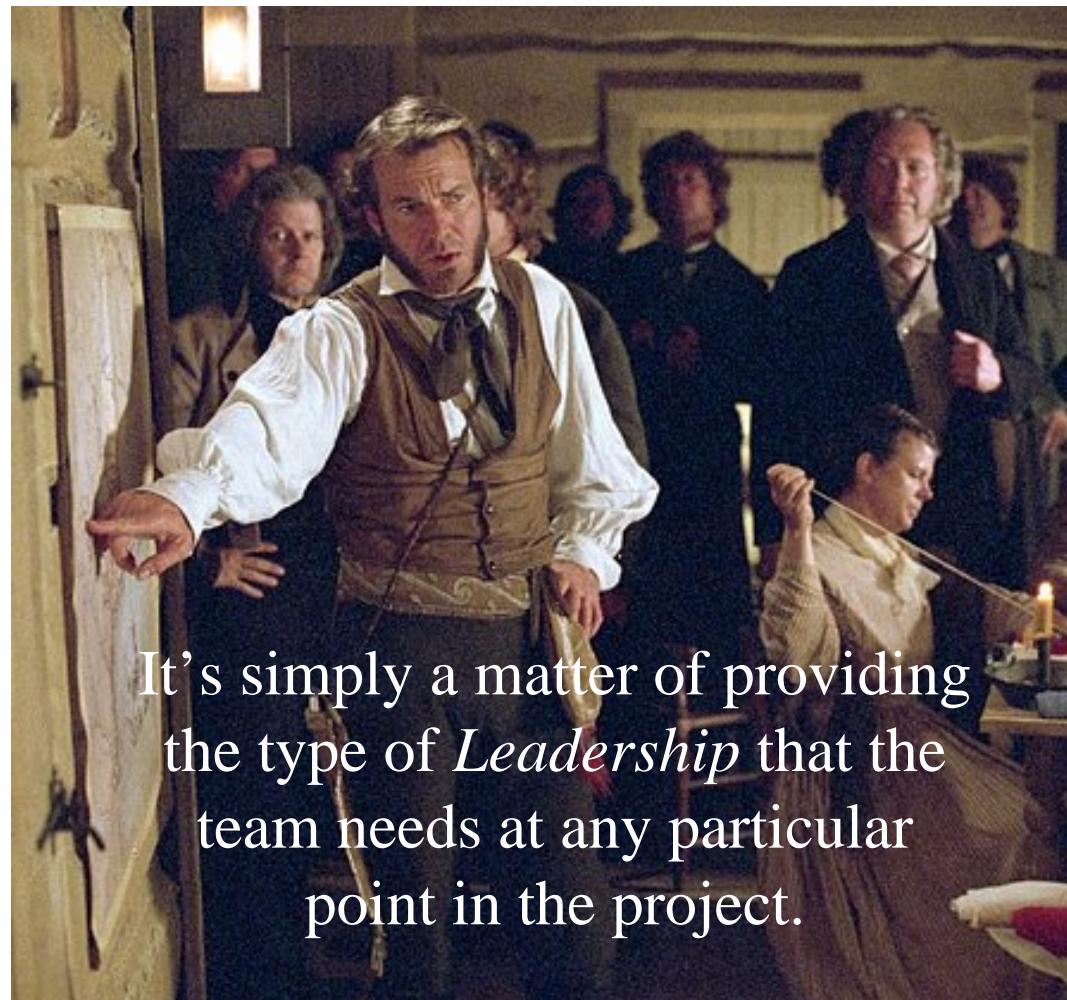
Stage	Forming	Storming	Norming	Performing	Adjourning
Behavioral Issues	Inclusion and Trust	Power, Control and Power	Affection and Intimacy	None	Loss and Separation
Task Accomplishment	Low	Moderate, sometimes disrupted	Increasing	High	Decreasing
Morale	High	Low	Increasing	High	Stable or decreasing
Leadership Strategies	<ul style="list-style-type: none"> Establish goals Set standards Clarify tasks, roles and responsibilities Make decisions Provide direction Demonstrate and teach skills Monitor performance and give feedback 	<ul style="list-style-type: none"> Reaffirm vision, goals, roles and expectations Encourage and support interdependence Practice active listening Provide skill and decision-making development Recognize and accept differing opinions Acknowledge and confront difficulties Praise constructive behavior 	<ul style="list-style-type: none"> Increase active listening Involve team in decision- making and problem solving Support team in setting goals and standards Encourage and acknowledge team progress 	<ul style="list-style-type: none"> Serve as a resource for the team Monitor goals and performance in terms of the review process Interface between the team and the larger organization 	<ul style="list-style-type: none"> Accept own feelings of loss Acknowledge the feelings of others Provide direction and support as appropriate

“Leadership is getting someone to do what they don’t want to do, to achieve something they want to achieve.”



Tom Landry: Dallas Cowboys/NFL Hall of Fame Coach (1924-2000).

Team Strategy Isn't Military Strategy



It's simply a matter of providing the type of *Leadership* that the team needs at any particular point in the project.

Dennis Quaid as *General Sam Houston* in Touchstone Pictures' "*The Alamo*," 2004.

Questions ?



The mission of the
PM Centers USA
is to provide leadership and objectivity in the
area of project management development
to facilitate our customers in moving from
vision to reality
in creating project driven organizations

PMI's 2006 Professional Development Provider of the Year

634 Alpha Drive • Pittsburgh, Pennsylvania 15238 • (412) 963-1347